

MEDC #26

Course Report

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Midcareer Executive Development Course (MEDC) No. 26

1 November - 11 December 1970

COURSE REPORT

I. General

The average age of the Twenty-Sixth Midcareer Class was the second lowest since the course first started, and the students probably were more direct than those in recent runnings in questioning guest speakers, especially those from the Agency. The 34 students, among whom were two women, reflected the following "mix": two from the Office of the Director, seven from the Directorate of Intelligence, four from the Directorate of Science and Technology, 13 from the Directorate of Plans, and eight from the Directorate of Support.

With the exception of a few students who made no overall comment, the Midcareerists expressed high regard for the course as a whole. Most Midcareerists felt that Phase III (U.S. and World Affairs) was the most interesting part and that Phase I (Managerial Grid) was a valuable asset to the course. A number of the students felt that Phase II (Agency and USIB) was somewhat long and dragged a bit. While the Midcareerists generally enjoyed the Field Trip (Houston - Cheyenne - Cape Kennedy), several felt that too much time [REDACTED] As usual, recognition was given to the value of the personal contacts made in the Class.

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II. Opening and Closing of the Course

The Midcareer Course was fortunate again in having General Cushman open the 26th running and in having Mr. Helms for the final session.

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In the closing meeting with the Class the Director spent 45 minutes giving his candid views on a wide range of questions and displaying particular interest in questions bearing on excessive rigidity with respect to compartmentation, especially in the Clandestine Service, and on what is being done in regard to the increasingly important problem for the CS, non-official cover.

III. PHASE I (Managerial Grid)

Most of the 29 Midcareerists who took the Managerial Grid felt that the week of training was "quite applicable" to their individual job requirements. Many of the student comments reflected observations common to previous classes -- that they had gained an acquaintance with their own managerial styles and how these were viewed by their fellow workers and that they had also learned the importance of the "team approach" to problem-solving.

IV. PHASE II (The Agency and the Intelligence Community)

The two and a half weeks devoted to coverage of the Agency and the Intelligence Community were felt by many of the Class to be generally less interesting than the other two Phases of the Course. Several suggested reducing the time devoted to the Agency portion of the course and expanding that allotted to the U.S. and World Affairs.

Of the presentations by the four major components, this Class felt that the DDS&T performance was the best, with the DDI and DDS presentations next. While some individual speakers from the Clandestine Service were rated highly -- e.g., [REDACTED] -- the CS portion as a whole was rated below that of the other three components. The fact that once again the DDP could not meet with the Class [REDACTED] and could spend only 45 minutes at Headquarters answering some of the students' questions did not improve the Class' image of the CS leadership. The fact that [REDACTED] who spent an additional hour with the Midcareerists, did not give the impression of being particularly candid, failed to improve the general impression.

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As indicated by the students, the best informal sessions were those of the DDS&T speakers; Cunningham - Maury - Houston; Bruce Clarke - Lehman - [REDACTED]

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[REDACTED] and the discussion with R. J. Smith [REDACTED]

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Lecturers who made the strongest impression on the Class

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Lundahl, and [REDACTED] Several students suggested cutting the number and length of the lectures in the classroom, possibly limiting formal talks to 40 minutes. Others felt that the time available for informal discussions should be expanded.

Echoing the sentiments of their predecessors, this Class rated the Individual Presentations as very valuable, and some felt that they were better than many of the formal presentations by Agency speakers in that the Midcareerists not only gave information complementary to the lectures but gave more specific and candid details of Agency activities.

Additional student comments suggested greater candor from the speakers, especially those from the CS; arranging some subjects substantively rather than by components; eliminating wiring diagrams and using handouts where needed, and increasing student participation where possible.

Over the last several Classes the staff has arranged a variety of "special events" to stimulate added student interest and to offer a change of pace in Phase II. The 26th running had Seminars on ONE and OER; an OMS Panel of five doctors; two luncheons [REDACTED] an informal Class Cocktail Party at Headquarters (a [REDACTED]-type session), and a visit to the OPPB Situation Room. Most of the Midcareerists felt that these were all valuable, although several suggested that more interesting speakers than the two PFIAB representatives should be invited to the Cocktail Party.

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The two visits in the Headquarters region [REDACTED] for an NPIC-IAS briefing and tour and to [REDACTED] for a TSD series of briefings and tours -- received high student praise.

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A fairly constant problem for the MEDC Staff has been to get competent, interesting speakers from the USIB agencies to meet with the Class. This time the speakers were

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[REDACTED] Assistant Director for Production at NSA; [REDACTED] Assistant Director for Intelligence Production at DIA; and Mr. David Mark, Deputy Director of the Bureau of Intelligence and Research at the Department of State. Unfortunately, their talks were rated only fair.

V. PHASE III (U.S. and World Affairs)

This portion of the course, which is devoted to U.S. Government Problems, both foreign and domestic, and which makes use of a number of outside speakers, was rated by many Midcareerists as the best of the three Phases; there were even some suggestions that this Phase be expanded.

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From the student viewpoint the best speakers were Dr. [REDACTED] on "Black Problems"; Gen. Haig, Deputy to Dr. Kissinger, on "The NSC"; Jim Bostain of FSI, who talked about communicating with foreigners; Bruce Clarke of OSR on "The Soviet Strategic Threat"; [REDACTED] on "Urban Problems"; [REDACTED] on "American Politics of the 1970's"; [REDACTED] on "Communist China"; and Ambassador John Badeau on "The Middle East." Colonel White, who was unable to meet with the Class [REDACTED] met with the students during this Phase and was very well received. The one outside speaker who did not make a strong impression with the Midcareerists was Dr. John Sontag of Columbia University's Institute of Communist Affairs who discussed "Soviet Foreign Policy."

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During this Phase the Class visited the CIA Operations Center. Most students felt this was valuable, although several thought that the initial briefing was somewhat long.

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The Class generally appreciated the Field Trip to NASA facilities at Houston and Cape Kennedy, and to the SAC base at Warren Air Force Base in Cheyenne. Of the three places visited, Cape Kennedy rated as outstanding, in large part because of the usual fine briefing and tour run by NASA Escort Officer Bill Taylor of the Kennedy Space Center's Protocol Office. The visit to Cheyenne rated second and Houston third. While the students did not rate the tour of NASA's Manned Space Center at Houston as highly as the other two stops, this past visit was much improved over earlier ones, for the Class was treated to a special briefing by Dr. Storey Musgrave, (an astronaut, a Marine pilot, paratrooper, a surgeon, and physiologist!). Student suggestions after the trip included those asking for visits to industrial firms -- e.g., Ford's steel-and-automobile plant at Dearborn, Michigan, and the Vandenburg Air Force Base in California, where satellite space shots are made periodically.

Prior to the Director's meeting with the Class on the final day the Midcareerists heard two speakers, one excellent and one mediocre. Mr. Ishem, an FSO on duty at the White House was a poor substitute for Dr. Gordon Mac Donald, who once again was unable to come and discuss "Environmental Problems." In the afternoon, Charles Bartlett, Washington correspondent for the Chicago Sun-Times gave an excellent discussion of "Problems of the Press" interspersed with anecdotes about the last three Presidents and how they have dealt with the press.

#### VI. Appendix

To provide additional information about the 26th running of the Midcareer Course, there is attached one Appendix:

"A" -- Statistics About the 26th Midcareer Class

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COURSE REPORT

I. General

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With the exception of a few students who made no overall comment, the Midcareerists expressed high regard for the course as a whole. Most Midcareerists felt that Phase III (U.S. and World Affairs) was the most interesting part and that Phase I (Managerial Grid) was a valuable asset to the course. A number of the students felt that Phase II (Agency and USIB) was somewhat long and dragged a bit. While the Midcareerists generally enjoyed the Field Trip (Houston - Cheyenne - Cape Kennedy), several felt that too much time

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II. Opening and Closing of the Course

The Midcareer Course was fortunate again in having General Cushman open the 26th running and in having Mr. Helms for the final session.

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In the closing meeting with the Class the Director spent 45 minutes giving his candid views on a wide range of questions and displaying particular interest in questions bearing on excessive rigidity with respect to compartmentation, especially in the Clandestine Service, and on what is being done in regard to the increasingly important problem for the CS, non-official cover.

### III. PHASE I (Managerial Grid)

Most of the 29 Midcareerists who took the Managerial Grid felt that the week of training was "quite applicable" to their individual job requirements. Many of the student comments reflected observations common to previous classes -- that they had gained an acquaintance with their own managerial styles and how these were viewed by their fellow workers and that they had also learned the importance of the "team approach" to problem-solving.

### IV. PHASE II (The Agency and the Intelligence Community)

The two and a half weeks devoted to coverage of the Agency and the Intelligence Community were felt by many of the Class to be generally less interesting than the other two Phases of the Course. Several suggested reducing the time devoted to the Agency portion of the course and expanding that allotted to the U.S. and World Affairs.

Of the presentations by the four major components, this Class felt that the DDS&T performance was the best, with the DDI and DDS presentations next. While some individual speakers from the Clandestine Service were rated highly -- e.g., [REDACTED] -- the CS portion as a whole was rated below that of the other three components. The fact that once again the DDP could not meet with the Class [REDACTED] and could spend only 45 minutes at Headquarters answering some of the students' questions did not improve the Class' image of the CS leadership. The fact that [REDACTED], who spent an additional hour with the Midcareerists, did not give the impression of being particular candid, failed to improve the general impression.

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Echoing the sentiments of their predecessors, this Class rated the Individual Presentations as very valuable, and some felt that they were better than many of the formal presentations by Agency speakers in that the Midcareerists not only gave information complementary to the lectures but gave more specific and candid details of Agency activities.

Additional student comments suggested greater candor from the speakers, especially those from the CS; arranging some subjects substantively rather than by components; eliminating wiring diagrams and using handouts where needed, and increasing student participation where possible.

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

MEDC #26 Course Report

FROM:

C/MEDC/TR

EXTENSION

NO.

2243

DATE

7 January 1971

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

DC/SUS-MT/TR

7 Jan '71

COT

2.

3.

EA/TR

7 Jul '71

BC

4.

5.

DDTR

9 Jul '71

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HR

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6 to 7!

I don't quite know where this report has been - presumably in the EPA's files. Nothing unusual occurred in this morning. It was a good, solid class & their reactions to #26 almost identical to that of the last 10(?) classes - their observations - condensed as they are here - seem to be a valid evaluation of the work of the MEDC, I say "almost" identical because it is not until the Phase III reached last.

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FORM 3-62

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